



ANNEX

Annual Work Programme 2019

Executive Agency for Small and Medium-sized Enterprises (EASME)

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PART 1. MESSAGE FROM THE DIRECTOR

EASME brings EU funding to innovative projects that create jobs and growth, protect the environment and help support sustainable development. Our dedicated and service-oriented colleagues support each project from application stage to funding and implementation.

Building on the last years' successes, the focus in 2019 will be on the implementation of three priorities:

1. Ensuring EASME is a top-performing Agency. With close to 500 staff members EASME manages over 3000 projects with an operational budget of 1.6 billion EUR. Building on the results obtained so far, the Agency will deliver on its ambitious targets to achieve fast programme implementation, sound financial management and a well-functioning internal control system. One of the priorities is to get the **enhanced European Innovation Council (EIC)** - pilot launched by mid-2019. The pilot will pave the way to a fully-fledged EIC under the Horizon Europe programme.

In 2019, we will follow-up on the recommendations of the external evaluation of the Agency, which was launched in 2018. Based on the client-satisfaction survey, conducted in the framework of the evaluation, we will develop measures to **improve our service** to applicants, beneficiaries and experts.

Finally, further **simplification** of our processes and procedures will contribute to a lean and efficient organisation.

This 2019 Annual Work Programme takes into account and reflects the needs which are related to the necessary preparations to Brexit, including both legal acts to be adopted (legislation, delegated and implementing acts) and technical-administrative-budgetary measures. Notwithstanding the need to cater for individual specificities of Agency, these actions are being coordinated by the Secretariat-General with a view to ensuring coherence in the design and timing of these measures.

2. EASME as a top employer. EASME should be a modern and attractive organisation where all colleagues can grow, develop and perform to the best of their abilities. We strive to create an attractive workplace built on modern and participative working methods. Bottom-up initiatives are supported by management and will be further stimulated. In 2019, the focus will lay on the implementation of the newly adopted EASME multi-annual Human Resources strategy. More details on this priority are in section 4.1.

3. Preparing the Agency for its next mandate. With the goal of establishing a strong, coherent and visible portfolio for the Agency in the next Multiannual Financial Framework (MFF), we will continue to closely cooperate with our parent DGs in preparing the next programming period. With the launch of the cost-benefit analysis (CBA) in January 2019, a crucial step will be taken to determine the future shape and size of the successor Agency. In addition, the Agency will see an increasing number of projects, launched under the current mandate, ending and producing results. With enhanced policy-feedback mechanisms, we will provide the parent DGs with feedback on the projects' achievements that will feed into the effective preparation of the next generation of programmes after 2020.

EASME colleagues are highly committed to working in the interest of European citizens. With such a team of passionate and talented individuals, I am confident we will deliver on the objectives as set out in this Work Programme.

Julien Guerrier
Director

Key Performance Indicators (KPIs)

The following key performance indicators measure the most critical aspects of the Agency's performance. Monitoring data corresponding to these indicators will be presented in detail in the 2019 Annual Activity Report.

Indicator: time to grant¹																									
Source of data: EASME.C1																									
Baseline (2018)²	Target (2019)																								
% of grants signed within deadline: <ul style="list-style-type: none"> EIC-SME-instrument phase 1: 78% within 92 days EIC-SME-instrument phase 2: 91% within 183 days EIC-Fast Track to Innovation: 52% within 183 days Other H2020: 100% within 245 days Non-H2020: 86% within 274 days 	100% of grants signed within deadline: <ul style="list-style-type: none"> EIC phase 1: 3 months (92 days) EIC phase 2: 6 months (183 days) EIC-FTI: 6 months (183 days) Other H2020: 8 months (245 days) Non-H2020: 9 months (274 days) 																								
Indicator: time to pay																									
Source of data: EASME.C1																									
Baseline (2018)	Target (2019)																								
99% of payments within legal deadlines <table border="1" data-bbox="204 1509 715 1738"> <thead> <tr> <th>Legal deadline</th> <th>Result</th> </tr> </thead> <tbody> <tr> <td>30 days</td> <td>100%</td> </tr> <tr> <td>45 days</td> <td>100%</td> </tr> <tr> <td>60 days</td> <td>96%</td> </tr> <tr> <td>75 days</td> <td>100%</td> </tr> <tr> <td>90 days</td> <td>100%</td> </tr> </tbody> </table>	Legal deadline	Result	30 days	100%	45 days	100%	60 days	96%	75 days	100%	90 days	100%	100% of payments within legal deadlines <table border="1" data-bbox="820 1509 1331 1738"> <thead> <tr> <th>Legal deadline</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>30 days</td> <td>100%</td> </tr> <tr> <td>45 days</td> <td>100%</td> </tr> <tr> <td>60 days</td> <td>100%</td> </tr> <tr> <td>75 days</td> <td>100%</td> </tr> <tr> <td>90 days</td> <td>100%</td> </tr> </tbody> </table>	Legal deadline	Target	30 days	100%	45 days	100%	60 days	100%	75 days	100%	90 days	100%
Legal deadline	Result																								
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90 days	100%																								
Legal deadline	Target																								
30 days	100%																								
45 days	100%																								
60 days	100%																								
75 days	100%																								
90 days	100%																								
Indicator: % of budget execution (commitments and payments)																									
Source of data: EASME.C1																									

¹ In addition to time to grant, the indicators 'time to inform' and 'time to sign' will also be used (and reported on). Please refer to part III of this document.
² Missing data in the table below will be completed when figures are available at the end of the year

Baseline (2018)	Target (2019)
operational budget: 100% commitments and 100% payments	operational budget: 100% (commitments and payments)
operating budget: 99,8% commitments and 91,9% payments	operating budget: 100% (commitments and payments)
Indicator: residual error rate in financial transactions	
Source of data: EASME.C01	
Baseline (2018)³	Target (2019)
<ul style="list-style-type: none"> • CIP IEE II:[2.57-2.62]% • CIP Eco-innovation: [2.07-6.00]% • COSME: 5,45% • LIFE : 0.40% • EMFF: N.A. • H2020: 2.45% 	<ul style="list-style-type: none"> • IEE II, Eco-innovation, COSME, LIFE, EMFF: less than 2% of the total budget for grants per programme • H2020: as close as possible to 2% (within the range of 2-5%) (as per H2020 audit strategy)
Indicator: number of critical / very important accepted audit recommendations (made by ECA and IAS) overdue for more than six months	
Source of data: EASME.D01	
Baseline (2018)	Target (2019)
None	None

³ More details can be found in the Agency's 2018 Annual Activity Report.

PART 2. MISSION STATEMENT

Executive Agencies are established by the Commission in accordance with Council Regulation (EC) No 58/2003⁴ with the purpose of delegating certain tasks relating to the management of Union programmes, including budget implementation. While the Commission performs tasks involving a large measure of discretion implying political choices (i.e. setting objectives and priorities), the Executive Agencies are responsible for implementing tasks. This enables the Commission to focus on its core activities and to dispose of sufficient technical expertise for the management of such programmes with the goal to achieve a more efficient implementation.

The Executive Agency for Small and Medium-sized Enterprises (EASME)⁵ is entrusted with the management of parts of the following Union programmes:

- the Framework Programme for Research and Innovation (Horizon 2020) 2014-2020;
- the Programme for the Competitiveness of Enterprises and small and medium-sized Enterprises (COSME) 2014-2020;
- the Programme for the Environment and Climate Action (LIFE) 2014-2020;
- the European Maritime and Fisheries Fund (EMFF);
- the legacy of the Competitiveness and Innovation Programme 2007-2013 limited to the following parts: "Intelligent Energy Europe Programme (IEE II)", the "Eco-innovation initiative", the "Enterprise Europe Network", "Your Europe Business Portal", the "European IPR Helpdesk" and the "IPorta Project".

The Agency's mission statement is as follows: ***'We provide high quality support to our beneficiaries, turning EU policy into action. As an executive agency of the European Commission, we manage significant parts of COSME, LIFE, Horizon 2020 and EMFF. We ensure that actions funded by these programmes deliver results and provide the Commission with valuable input for its policy tasks'***.

The Agency shall implement its mission in close cooperation with its seven parent DGs: DG Internal Market, Industry, Entrepreneurship and SMEs (DG GROW), DG Research and Innovation (DG RTD), DG Environment (DG ENV), DG Climate Action (DG CLIMA), DG Communication Networks, Content and Technology (DG CONNECT), DG Energy (DG ENER) and DG Maritime Affairs and Fisheries (DG MARE). This close cooperation with the parent DGs is essential not only for programme implementation tasks but also for the feedback the Agency provides to the Commission in view of the latter's policy tasks.

⁴ Council Regulation (EC) No 58/2003 of 19 December 2002 laying down the statute for executive agencies to be entrusted with certain tasks in the management of Community programmes (OJ L 11 of 16.01.2003).

⁵ Following the establishment of the Intelligent Energy Executive Agency (IEEA) by Commission Decision 2004/20/EC of 23 December 2003, the Commission decided to transform the IEEA into the EACI (Commission Decision 2007/372/EC of 31 May 2007 amending Decision 2004/20/EC. End 2013, the EACI was replaced and succeeded by the EASME (Commission Implementing Decision C(2013/771/EU) of 17 December 2013 establishing the 'Executive Agency for Small and Medium-sized Enterprises' and repealing Decisions 2004/20/EC and 2007/372/EC). The related Act of Delegation (Commission Decision C(2013)9414) was adopted on 23 December 2013 and amended by Commission Decisions C(2014)4636 of 11 July 2014, C(2014)6944 of 2 October 2014, C(2015)651 of 12 February 2015 and C(2016)3684 of 17 June 2016.

PART 3. OVERVIEW OF OUTPUTS FOR THE YEAR

The Agency contributes to the achievement of the general and specific objectives of its seven parent DGs. The Agency is responsible for implementing tasks, such as the launch and conclusion of grant and procurement procedures, the adoption of award decisions, project monitoring, financial control and accounting, the contribution to programme evaluation and various support tasks.

The sections below briefly describe the tasks the Agency has been entrusted with and list, per programme, the main outputs expected for the year 2019.

3.1. Programme for the Competitiveness of Enterprises and Small and Medium-sized Enterprises (COSME)

The Programme for the Competitiveness of Enterprises and Small and Medium Enterprises (COSME)⁶ – is the Union’s programme to strengthen the competitiveness and sustainability of the Union’s enterprises and to encourage an entrepreneurial culture and promote the creation and growth of Small and Medium-sized Enterprises (SMEs).

The Programme is executed through annual work programmes and through support measures. The four objectives of the programme are:

- improving access to finance for SMEs in the form of equity and debt;
- improving access to markets, particularly inside the Union but also at global level;
- improving framework conditions for the competitiveness and sustainability of Union enterprises, particularly SMEs, including in the tourism sector;
- promoting entrepreneurship and entrepreneurial culture.

According to the legal base, the overall indicative budget for the seven-year period of COSME (2014-2020) is EUR 2.3 billion. The 2019 COSME Work Programme⁷ was adopted on 5 December 2018 with a total budget of EUR 375 million of which some 60% is allocated to financial instruments and some 20% to activities promoting enterprises’ access to markets – the two main priorities of the programme.

While overall responsibility of COSME remains with the Commission, the Agency is responsible for the budgetary, legal, financial and operational aspects of the implementation of actions under the last three objectives mentioned above and is responsible for the management of the full project cycle of the delegated actions according to annex II of the Agency's Delegation Act.

The Commission carried out an interim evaluation of the Programme in 2017⁸. The 2019 work programme implements one of the main recommendations stemming from the evaluation: the need to focus on bigger, strategic actions while keeping the flexibility of the programme to test new ideas, e.g. through innovative pilot projects. The main areas of actions in 2019 are:

⁶ Regulation (EU) No 1287/2013 of the European Parliament and of the Council of 11 December 2013 establishing a Programme for the Competitiveness of Enterprises and small and medium-sized enterprises (COSME) (2014 - 2020) and repealing Decision No 1639/2006/EC.

⁷ Commission Implementing Decision C(2018) 8098

⁸ <http://ec.europa.eu/DocsRoom/documents/28084>

- implementation of the Single Market Strategy⁹, including the Communication on start-ups and scale-ups. Three actions are designed to reinforce Single Market tools in preparation of the Single Digital Gateway: the first one is on the further development of the IT tool. The second one aims at getting the Your Europe Business portal ready for the Single Digital Gateway and the third one is focusing on SOLVIT capacity building to better serve SMEs;
- facilitating SMEs' access to public tenders, including supporting the procurement of innovation by public bodies. Providing a better access to markets is an overarching objective of a series of recurrent actions which have already shown their impact in previous years: the Enterprise Europe Network (EEN) provides services to about 250 000 SMEs on a yearly basis, including specialised advisory services to some 70 000 SMEs. It will continue to facilitate SMEs' access to markets both within the EU and beyond. Moreover, the EU SME Centre in China aims at increasing business opportunities for European SMEs in the international markets;
- promoting SMEs' growth, including through high-tech skills and internationalisation of clusters, with a follow-up initiative of the two cluster projects proposed in 2018. The Intelligent Cities Challenge project promotes cooperation between public authorities and businesses in order to develop high-tech innovation ecosystems to fuel industrial transformation and smart, sustainable growth;
- promoting entrepreneurship, in particular the Erasmus for Young Entrepreneurs mobility scheme. It complements other COSME actions on skills acquisition and on benefitting from the Single Market.

EASME fulfils its mandate by working in close cooperation with DG GROW to ensure that all delegated actions and support measures are efficiently implemented, monitored and regularly assessed in view of their contribution to the above objectives. Its activity includes also policy feedback, both qualitative and quantitative (i.a. in the form of answers to ad-hoc questions, written contributions to formal reporting, to work programmes, to policy documents, etc).

The implementation of the work programme and of the support measures is done through all means, including calls for proposals, ad hoc grants and all type of procurement.

EASME's contribution to the achievement of the parent DG's objectives is summarised in the following table (listing the actions managed by calls for proposals and open calls for tenders – to be taken into account that about 60 additional procedures will be launched via low/medium value procedures or Framework Contracts (FWC):

9 Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions - Upgrading the Single Market: more opportunities for people and business - COM(2015) 550 final:
<http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:52015DC0550&from=EN>

Relevant general objective: <i>A new boost for jobs, growth and investment</i>		Parent DG: GROW
Specific objectives: <ul style="list-style-type: none"> <i>To improve access to finance for SMEs in the form of equity and debt</i> <i>To improve access to markets</i> <i>To improve framework conditions for the competitiveness and sustainability of Union enterprises</i> <i>To promote entrepreneurship and entrepreneurial culture</i> 		Related to spending programme COSME
Main outputs¹⁰ in 2019:		
Output	Indicator	Target
Calls for proposals	Number of calls published	12
Calls for tender	Number of calls published	14
Final reports	Number of final reports evaluated	260
Evaluation sessions	Time to inform applicants	100% of applicants informed within 6 months (183 days) after the call deadline
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3% of evaluated proposals
	% of evaluated proposals re-evaluated following review requests	0.5% of evaluated proposals
Grant agreements	Number of grant agreements signed	120
	Time to grant	100% of grant agreements signed within 9 months (274 days) after the call deadline
Contracts	Number of contracts signed	13
Payments	Time to pay	100% of payments within legal deadlines
Events		
<ul style="list-style-type: none"> Annual Conference EEN Events and workshops 	Satisfaction rate participants	80-85 ¹¹ %
Applicants' feedback on services provided by the Agency ¹²	Satisfaction rate	62%
Beneficiaries' feedback on services provided by the Agency ¹³	Satisfaction rate	85%

¹⁰ Overall figures for calls for proposals/tenders and contracts are estimated according to the current actions planned in the COSME Work Programme and support measures, and may be subject to further changes.

¹¹ Baseline figure calculated on satisfaction rates of previous annual conference.

¹² Source: the tri-annual evaluation of the Agency. The targets are set for 2020

¹³ indem

External experts' feedback on services provided by the Agency ¹⁴	Satisfaction rate	86%
Contractors' feedback on service provided by the Agency ¹⁵	Satisfaction rate	67%

Planning calls for proposals and tenders 2019¹⁶:

Call title	Call identifier	Publication date ¹⁷	Closing date	Ind. Budget (EUR million)
European Training Programme in Entrepreneurship for Educators	EASME/COSME/C/18/08	17/08/2018	15/01/2019	0,5
European Cluster collaboration platform	GRO/SME/18/C/03	31/03/2019	30/06/2019	5,90
Establishment of a community of practitioners for the European Catalogue on ICT standards	GRO/SME/18/C/08	31/03/2019	30/06/2019	5,00
European Construction Observatory	GRO/SME/18/C/121	31/03/2019	30/06/2019	0,40
Support Office Erasmus YE	GRO/SME/18/D/014	31/03/2019	30/06/2019	0,70
Guide social public - Good Practice on Social Public Procurement	GRO/SME18D/021	31/03/2019	30/06/2019	0,34
Enterprise Europe Network grants	GRO/SME/19/B/011	31/03/2019	30/05/2019	54,2
EEN budget for Enterprise Europe Network animation	GRO/SME/19/B/012	NA (using FWC)	NA (using FWC)	2,95
EEN budget needed for the annual conference	GRO/SME/19/B/013	15/02/2019	28/06/2019	0,15
SOLVIT	GRO/SME/19/B/024	29/03/2019	28/06/2019	0,15
EU Open for Business Campaign	GRO/SME/19/B/03	30/09/2019	20/12/2019	2,00
EU SME Centre in China	GRO/SME/19/B/04	29/03/2019	28/06/2019	1,20

¹⁴ indem

¹⁵ indem

¹⁶ The table lists all calls published and/or with a deadline for submission in 2019, regardless of the year of adoption of the WP

¹⁷ Publication dates are tentative and based on the ones scheduled in the WP.

Co-financing of public procurement of innovation consortia	GRO/SME/19/B/05	28/06/2019	20/12/2019	4,00
Creating links for the facilitation of public procurement of innovation	GRO/SME/19/B/06	21/12/2018	28/06/2019	1,20
SPR - Annual report and fact sheets	GRO/SME/19/C/011	28/06/2019	30/09/2019	1,00
SME Policy - SME Assembly	GRO/SME/19/C/013	28/06/2019	20/12/2019	1,10
Follow-up of Start-up Initiative	GRO/SME/19/C/0110	28/06/2019	20/12/2019	0,30
Clusters Go International – All sectors	GRO/SME/19/C/031	29/03/2019	20/12/2019	7,40
Clusters Go International – Earth observation data and applications	GRO/SME/19/C/032	29/03/2019	20/12/2019	0,90
Competitiveness of the European construction sector - Observatory - year 3	GRO/SME/19/C/041	NA (renewal)	NA (renewal)	0,40
Advanced Digital Skills for Industry and SMEs	GRO/SME/19/C/05	28/06/2019	20/12/2019	4,50
Intelligent Cities Challenge	GRO/SME/19/C/06	29/03/2019	20/12/2019	7,50
Awareness-raising activities and organisation of events (European Tourism Day and ad-hoc conferences)	GRO/SME/19/C/074	29/03/2019	20/12/2019	0,15
European Destinations of Excellence (EDEN) - Awareness raising and promotion EDEN destinations	GRO/SME/19/C/075	28/06/2019	30/09/2019	1,25
Boosting capacity of tourism SMEs through transnational cooperation and knowledge transfer	GRO/SME/19/C/077	28/06/2019	20/12/2019	5,00
Accelerate and scale up innovation applications for a sustainable and circular fashion industry	GRO/SME/19/C/08	30/09/2019	20/12/2019	3,50
Erasmus for Young Entrepreneurs grants	GRO/SME/19/D/011	04/2019	07/2019	1600
European Social	GRO/SME/19/D/021	29/03/2019	30/09/2019	0,40

Economy Regions				
Conference Social Economy 2nd Semester 2020	GRO/SME/19/D/022	29/03/2019	28/06/2019	0,80
Corporate Social Responsibility	GRO/SME/19/D/03	29/03/2019	30/09/2019	0,15
TOTAL:				129,04

3.2. Framework Programme for Research and Innovation (Horizon 2020)

'Horizon 2020'¹⁸ is the EU's funding programme for research and innovation which strives to stimulate the economy and secure the science and technology base and industrial competitiveness for the future, contributing towards a smarter, more sustainable and more inclusive society.

The Agency is entrusted with the following parts of Horizon 2020:

Parts of the specific objective "**Innovation in SMEs**" of "Part II Industrial Leadership", succeeding similar activities within the CIP (Competitiveness and Innovation Framework Programme).

- Within "Part II Industrial Leadership" under the specific objective "Leadership in enabling and industrial technologies", **activities on sustainable, resource-efficient and low-carbon technologies in energy-intensive process industries** as referred to in Annex I § 1.5.3 I of Horizon 2020 succeeding similar actions (Sustainable Low Carbon Industries SILC) within the CIP.
- Within "Part II Industrial Leadership" under the specific objective "Leadership in enabling and industrial technologies", the **activities underlining the importance of information and communication technologies entering a new disruptive phase** (Open and Disruptive Innovation) as referred to in Annex I § 1 of Horizon 2020. In order to strengthen breakthrough innovations and boost the number of high-growth companies, the Horizon 2020 Work Programme 2018-2020 introduced the '**European Innovation Council (EIC) pilot**'. The first version of the pilot (2018) brought together several existing innovation support schemes: the SME Instrument, the Fast Track to Innovation (FTI), FET Open and Horizon Prizes. These schemes have been adapted to support market-creating innovation more effectively introducing as novelties the establishment of the High Level Group of Innovators, a fully bottom-up SME Instrument with no predefined topics and face-to-face interviews in the evaluation process.
 - The enhanced EIC pilot (2019-2020) will build on and expand the first pilot paving the way to a fully-fledged EIC under the Horizon Europe programme (2019-2020). For more details, please refer to section 3.2.2.
 - Within the specific objective "**Secure, clean and efficient energy**" of "Part III Societal challenges":

¹⁸ Regulation (EU) No 1291/2013 of the European Parliament and of the Council of 11 December 2013 establishing Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020) and repealing Decision No 1982/2006/EC and Council Decision of 3 December 2013 establishing the specific programme implementing Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020) and repealing Decisions 2006/971/EC, 2006/972/EC, 2006/973/EC, 2006/974/EC and 2006/975/EC.

- energy efficiency activities referred to in Annex I § 3.3 (g) of Horizon 2020 succeeding and extending similar actions of the Intelligent Energy Europe Programme (IEE II) within the CIP;
- research and technology development for energy efficiency, including the "Energy Efficiency in Buildings Public-Private Partnership" and "European Private Public Partnership dedicated to innovation in resource and energy efficiency in and enabled by the process industries (SPIRE)";
- The specific objective "**Climate action, environment, resource efficiency and raw materials**" of "Part III Societal challenges" (with the exception of activities implemented by Article 185 and Article 187 TFEU initiatives and the ERA NETs) including:
 - activities succeeding similar actions on better use of raw materials and efficiency in the processing of biological resources under the Seventh Framework Programme for Research (FP7).
 - activities on eco-innovation succeeding similar actions within the CIP

3.2.1. Innovation in SMEs

The objectives of this part of Horizon 2020 are stipulated in the Horizon 2020 Specific Programme and in the (revised) Work Programme 2018-2020, which was adopted on 24 July 2018¹⁹. The Agency is entrusted with the management of the full project cycle according to annex I of the Delegation Act.

Horizon 2020 INNOSUP calls for proposals and tenders are elements of a broader action to develop the ecosystem of innovation support to SMEs in Europe. Generally, the actions are designed to provide opportunities to Member States and regions to enhance their services through collaboration, peer-learning and uptake of new approaches.

In addition several actions will focus on the identification, further development and dissemination of skills and expertise among SMEs. The Enterprise Europe Network, present in all European regions and co-financed by them and the Member States, is expected to play an important role for catalysing such development processes.

EASME's contribution to the achievement of the parent DG's objectives is summarised in the following table:

Relevant general objective: <i>A new boost for jobs, growth and investment</i>		Parent DG: GROW
Specific objective: <i>To ensure an effective and efficient implementation of Horizon 2020 and maximise synergies</i>		Related to spending programme Horizon 2020
Main outputs in 2019:		
Output	Indicator	Target
Calls for proposals	Number of calls published	2
Calls for tender	Number of calls published	3
Evaluation sessions	Number of evaluation sessions implemented	10
	Time to inform applicants	100% of applicants informed

¹⁹ Commission Decision C(2018)4708 of 24 July 2018.

		within 5 months (153 days) after the call deadline
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3% of evaluated proposals
	% of evaluated proposals re-evaluated following review requests	0.5% of evaluated proposals
Grant agreements	Number of grant agreements signed	212
	Time to grant	100% of grant agreements signed within 8 months (245 days) after the call deadline
Contracts	Number of contracts signed	1
Final reports of concluded Grant Agreements and Contracts	Number of final reports assessed	143
Payments	Time to pay	100% of payments within legal deadlines
Applicants' feedback on services provided by the Agency ²⁰	Satisfaction rate	65%
Beneficiaries' feedback on services provided by the Agency ²¹	Satisfaction rate	85%
External experts' feedback on services provided by the Agency ²²	Satisfaction rate	86%

Planning calls for proposals 2019²³:

Call title	Call identifier	Opening date	Closing date	Ind. Budget (EUR million)
Cluster facilitated projects for new industrial value chains	INNOSUP-01-2018-2020	06 November 2018	03 April 2019 (1 st stage) 12 September 2019 (2 nd stage)	22,85
European SME innovation Associate - pilot	INNOSUP-02-2019-2020	16 October 2018	17 January 2019	4,00
Workplace innovation uptake by SMEs	INNOSUP-04-2019	16 October 2018	17 January 2019	1,50

²⁰ Source: the tri-annual evaluation of the Agency. The targets are set for 2020

²¹ indem

²² indem

²³ The table lists all calls published and/or with a deadline for submission in 2019, regardless of the year of adoption of the WP

Peer learning of innovation agencies	INNOSUP-05-2018-2020	07 November 2017	13 March 2019 (1 st cut off) 16 October 2019 (second cut off)	0,50
European Open Innovation network in advanced technologies	INNOSUP-07-2019	05 February 2019	01 August 2019	1,50
Enterprise Europe Network's services provision in 2019-2021	Other Actions 1	29 March 2019	31 May 2019	25,00
Supporting assessments of 'innovation management capacity' by the Enterprise Europe Network	Other Actions 2	December 2018	February 2019	2,20
Study on the effectiveness of public innovation support for SMEs in Europe	Other Actions 4	June 2019	September 2019	0,30
IP pre-diagnosis action for Horizon 2020 participants	Other Actions 9	April 2019	July 2019	1,50
TOTAL:				59,25

3.2.2. European Innovation Council Pilot

The objectives of this part of Horizon 2020 are stipulated in the Horizon 2020 Specific Programme and in the (revised) Work Programme 2018-2020, which was adopted on 24 July 2018. The Agency is entrusted with the management of grants project cycle according to annex I of the Delegation Act.

The European Innovation Council (EIC) pilot supports innovators developing breakthrough innovations with the potential to create new markets and boost jobs, growth and prosperity in Europe.

The EIC pilot, which started in 2018, has led to an enhancement of the SME Instrument, is intended to improve both its accessibility and the excellence of the selection process. The most significant changes include (1) the removal of pre-defined topics as foreseen in the previous work programmes, (2) the overhaul of the submission forms with the adoption of business-oriented content and (3) face-to-face interviews as a second step of Phase 2 evaluation. With the budget increase, significant efforts will be dedicated to a smooth evaluation and successful project management.

In 2019, the EIC pilot will be enhanced and will have two new schemes:

- (i) the EIC Pathfinder pilot (grant only) (not implemented by EASME)
- (ii) the EIC Accelerator pilot (grant only and blended finance²⁴)

The EIC Accelerator pilot aims at creating and promoting co-investment by initiating support where market response is absent and/ or insufficient. It encompasses the SME Instrument Phase II and an optional blended finance component (combining grant and equity). The EIC Accelerator pilot addresses SMEs with a radically new idea underpinned by a business plan for rolling out marketable innovation solutions and with ambitions to scale up. It supports high-risk, high-potential small and medium-sized enterprises to develop and bring to market new products, services and business models that could drive economic growth. The EIC Accelerator pilot is for innovators with ground-breaking concepts that could shape new markets or disrupt existing ones in Europe and worldwide.

The highest risk, most convincing and excellent proposals will be funded after a thorough evaluation by multinational panels of technology, business and finance experts. Selected companies receive business coaching to scale up their innovation idea. The EIC Accelerator pilot's clients will receive mentoring from other companies of all sizes, and with potential co-investors and follow-up investors across Europe.

A Special Purpose Vehicle (SPV) will manage the equity component under the EIC Accelerator pilot.

The acceleration services will continue to expand in 2019, notably through the EIC Community launched in September 2018 at the EIC summit in Berlin. The focus is on business with more meetings with corporates and investors. These actions are of great relevance for parent DGs as they provide evidence on the Programmes success and impact.

The EIC will implement other call and actions:

- (i) Fast Track to Innovation (FTI) call
- (ii) Prizes (not implemented by EASME)
- (iii) Support and Exploratory Actions help to optimise the impact of EU investment in EIC innovators and innovations; they contribute to building an EIC community and a vision underpinning a possible future EIC.

Under the enhanced EIC-pilot, the Agency will also continue to manage the Fast Track to Innovation (FTI) scheme. FTI is the fully-bottom-up measure in Horizon 2020 promoting close-to-the-markets breakthrough innovation. The scheme aims to foster companies' scale-up, reducing the time from idea to market. It is open to all types of participants, that builds consortia with three to five entities from at least three different EU Member States or Horizon 2020 associated countries. Participation by industry — defined as private-for-profit organisations — is mandatory: industry is best-placed to ensure the due commercial exploitation of the innovation developed. In addition, company growth and development in order to strengthen Europe's industrial leadership are explicitly pursued with FTI support.

The objectives of this part of Horizon 2020 are stipulated in the Horizon 2020 Specific Programme and in the revised Work Programme 2018-2020²⁵.

²⁴ Applicants may apply for the blended finance option following the cut-off date of 5 June 2019.

²⁵ An amended Work Programme for 2019-2020 is under revision. It is expected to be adopted in March 2019.

EASME's contribution to the achievement of the parent DG's objectives is summarised in the following table:

Relevant general objective: <i>A new boost for jobs, growth and investment</i>		Parent DGs: RTD, GROW, ENER, CONNECT
Specific objective: <i>To ensure an effective and efficient implementation of Horizon 2020 and maximise synergies</i>		Related to spending programme Horizon 2020
Main outputs in 2019:		
Output	Indicator	Target
Calls for proposals	Number of calls published	11
Calls for tender	Number of calls published	0
Evaluation sessions	Time to inform applicants	<ul style="list-style-type: none"> Phase 1: 100% of applicants informed within 2 months (61 days) after the cut-off date Phase 2: 100% of applicants informed within 4 months (122 days) after the cut-off date FTI: 100% of applicants informed within 3 months (92 days) after the cut-off date
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3% of evaluated proposals
	% of evaluated proposals re-evaluated following review requests	0.5% of evaluated proposals
Grant agreements	Number of grant agreements signed	1200
	Time to grant	<ul style="list-style-type: none"> Phase 1: 100% of grant agreements signed within 3 months (92 days) after the cut-off date Phase 2: 100% of grant agreements signed within 6 months (183 days) after the cut-off date FTI: 100% of grant agreements signed within 6 months (183 days) after the cut-off date.
Contracts	Number of contracts signed	1 ²⁶
Payments	Time to pay	100% of payments within legal deadlines

²⁶ Resulting from Call for Tenders published in 2018.

Events	Up to 3 experts meetings	85% of satisfied participants
EIC Summit	Satisfaction rate participants	80% of satisfied participants
Business acceleration services	Number of beneficiaries benefitting from phase 3 dedicated support services	200
Applicants' feedback on services provided by the Agency ²⁷	Satisfaction rate	65%
Beneficiaries' feedback on services provided by the Agency ²⁸	Satisfaction rate	85%
External experts' feedback on services provided by the Agency ²⁹	Satisfaction rate	86%

Planning calls for proposals 2019:				
Call title	Call identifier	Publication date	Cut-off date	Ind. Budget (EUR million)
Horizon 2020 EIC SME Instrument 2018-2020	H2020-EIC-SMEI-2018-2020	07/11/2017	Phase 1: 13 February 2019 07 May 2019 05 September 2019 – Final deadline	41.35
			Phase 2: Grant only: 09 January 2019 03 April 2019 05 June 2019 Grant only and blended finance ³⁰ : 09 October 2019	590.00 ³¹
Horizon 2020/	H2020-EIC-	07/11/2017	21/02/2019	100.00

²⁷ Source: the tri-annual evaluation of the Agency. The targets are set for 2020

²⁸ indem

²⁹ indem

³⁰ Applicants may apply for the blended finance option following the cut-off date of 5 June 2019 for Phase 2. First cut-off date for such proposals is 9 October 2019.

³¹ divided equally between cut-off dates in each year

FTI	FTI-2018-2020		23/05/2019 22/10/2019	
Total:				731.35

3.2.3. Societal challenge 'Secure, clean and efficient energy'

The objectives of this part of Horizon 2020 are stipulated in the Horizon 2020 Specific Programme and in its Work Programme 2018-2020. The Agency has been entrusted with the management of the full project cycle of the Energy Efficiency part of Societal challenge 3, according to annex I of the Agency's Delegation Act. The Horizon 2020 Energy Efficiency part contributes to the EU energy policy targets through:

- Research and demonstration of more energy-efficient technologies and solutions;
- Market uptake projects to remove market barriers and foster the penetration of energy efficient solutions by facilitating policy implementation, building capacity, and leveraging private investments in sustainable energy technologies.

Energy Efficiency activities focus on six areas: (1) consumers, (2) buildings, (3) public authorities, (4) industry, products and services, (5) heating and cooling, and (6) innovative financing.

The Agency's activities will facilitate the attraction, selection, and management of Energy Efficiency projects that result in tangible energy savings and thus contribute to the target agreed by the European Council and the European Parliament in December 2018 of at least 32.5% improvement in energy efficiency by 2030. Energy efficiency projects support and enable policy development and implementation and therefore effective policy feedback³² has been established in this area. Efforts to communicate projects' results will continue.

The actions supported will not only contribute to the Energy Union's third dimension on moderation of demand, but also to its fifth dimension on research, innovation and competitiveness. By putting energy efficiency first, actions will also contribute significantly to the implementation of the Clean Energy for All Europeans package adopted in November 2016. They will support, inter alia, the implementation of the revised Energy Efficiency and Energy Performance of Buildings Directives; they will also support the products legislation, as well as the new Smart Finance for Smart Buildings initiative. Finally, by supporting multi-stakeholder actions coordinated at different administrative levels, the programme will help set up the multi-level Energy Union Governance framework agreed by European Parliament and Council in 2018.

EASME's contribution to the achievement of the parent DG's objectives is summarised in the following table:

Relevant general objective:

Parent DG: ENER

³² In form of: Face-to-face briefing, Answer to ad-hoc question, Written contribution to formal reporting, Written contribution to work programme, Written contribution to policy document, Feeding information into the liaison meeting, Participation in working group / platform, Evaluation of projects, Flash note, Public intervention, Contractor meeting, Project event, Support to service contracts, Technical approval sheet.

A resilient Energy Union with a forward looking climate policy

<p>Specific objectives:</p> <ul style="list-style-type: none"> • <i>Tapping the job and growth potential of the energy sector and further developing energy technologies (Horizon 2020), including ITER and the safe and secure use of nuclear energy</i> • <i>To contribute to the research, innovation and competitiveness dimensions of the Energy Union, and climate-change policy</i> 	<p>Related to spending programme Horizon 2020</p>
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Main outputs in 2019:

Output	Indicator	Target
Calls for proposals	Number of calls opened	2 i.e. Opening of Call 2019, Opening of first Call 2020
Calls for tender	Number of calls for tender published	Two Calls published (tenders evaluating respectively finance and industry projects)
Evaluation sessions	Time to inform applicants	100% of applicants informed within 5 months (153 days) after the call deadline
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3% of evaluated proposals
	% of evaluated proposals re-evaluated following review requests	0.5% of evaluated proposals
New grant agreements	Number of grant agreements signed	45-50 grant agreements signed (Call 2018)
	Time to grant	100% of grant agreements signed within 8 months (245 days) after the call deadline
New contracts	Number of contracts signed	Two contracts signed (tender on Sustainable Energy Investment Forums and tender evaluating industry projects)
Payments	Time to pay	100% of payments within legal deadlines
Monitoring of projects	Number of projects monitored	200
	Number of review meetings	At least 40
	Number of project meetings attended	At least 70
Concerted Actions	Number of Concerted Actions meetings attended	At least 5
Events		
• EUSEW 2019	Number of events/applications reviewed	Events >100 Awards applications >100
	Response time	Technical input within deadlines
	% of EUSEW participants satisfied	At least 85%
• Infodays	Number of Info Days	Organisation of one European Energy Efficiency Info Day and contribution to the European

		Energy Info Day
<ul style="list-style-type: none"> Sustainable Energy Investments Forum 	Number of public events, roundtables, and other events	At least 7 events across Europe
<ul style="list-style-type: none"> Other events (e.g. contractors' meetings) 	Number of meetings, workshops, and other events	At least 3
Publications	Number of articles and publications on projects	At least 3
Dissemination and exploitation of results	Number of projects benefitting from D&E support services (Common Exploitation Booster, Common Dissemination Booster, SSER, Innovation Radar, Seal of Excellence, ...)	Around 10
Feedback to parent DGs	Number of Programme Committee meetings attended	All meetings attended
	Number of EASME-ENER liaison meetings	At least 8
	Number of policy feedback examples	At least 20
Applicants' feedback on services provided by the Agency ³³	Satisfaction rate	65%
Beneficiaries' feedback on services provided by the Agency ³⁴	Satisfaction rate	85%
External experts' feedback on services provided by the Agency ³⁵	Satisfaction rate	86%

Planning calls for proposals 2019:

Call title	Call identifier	Opening date	Closing date	Topics delegated to EASME	Ind. Budget (EUR million)
Energy Efficiency Call 2019	H2020-LC-SC3-EE-17-2019	1 Aug 2018	5 February 2019	EE17	16,00
	H2020-LC-SC3-EE-2018-2019	March 2019	3 September 2019	LC-SC3-EC1, EC2, EE1, EE2, EE3, EE4, EE5, EE6, EE8, EE9, EE10, EE11, EE13, EE14, EE16,	112,00

³³ Source: the tri-annual evaluation of the Agency. The targets are set for 2020

³⁴ indem

³⁵ indem

				EE18	
Total:					128,00

3.2.4. Societal challenge 'Climate action, environment, resource efficiency and raw materials'

The objectives of this part of Horizon 2020 are stipulated in the Horizon 2020 Specific Programme and in the Work Programme 2018-2020. The Agency has been entrusted with the management of the full project cycle of the Societal Challenge 5 "Climate action, environment, resource efficiency and raw materials" according to annex I of the Delegation Act.

The Agency's activities will enable to attract and select proposals, and manage funded actions in order to achieve a resource – and water – efficient and climate change resilient economy and society, the protection and sustainable management of natural resources and ecosystems, and a sustainable supply and use of raw materials, in order to meet the needs of a growing global population within the limits of the planet's natural resources and eco-systems.

In addition, the Agency will provide the relevant parent DGs with timely and useful input and support for their policy making to underpin sustainable and inclusive economic growth in Europe.

EASME's contribution to the achievement of the parent DG's objectives is summarised in the following table:

Relevant general objective: <i>A resilient Energy Union with a forward-looking climate-change policy</i>		Parent DG: RTD
Specific objective: <i>To contribute to the research, innovation and competitiveness dimension of the Energy Union and climate-change policy</i>		Related to spending programme Horizon 2020
Main outputs in 2019:		
Output	Indicator	Target
Calls for proposals	Number of calls published	2 + 2 "other actions" calls
Calls for tender	Number of calls published	2 low value tenders for the support of the ICT4Water cluster ³⁶
Evaluation sessions	Time to inform applicants	100% of applicants informed within 5 months (153 days) after the call deadline
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3% of evaluated proposals
	% of evaluated proposals re-	0.5% of evaluated proposals

³⁶ As agreed with DG CNECT (Ref. Ares(2017)5094495 from 18/10/2017, Ares(2017)4683525 from 26/09/2017 and (Ares(2017)5209544 from 25/10/2017). The actions has been transferred to the Agency as of 1/1/2018 and will be paid from the Agency's administrative budget.

	evaluated following review requests	
Grant agreements	Number of grant agreements signed	Around 57
	Time to grant	100% of grant agreements signed within 8 months (245 days) after the call deadline
Payments	Time to pay	100% of payments within legal deadlines
Events		
Infoday(s)	Satisfaction rate participants	86% of the respondents rated the event as at least 7 in a scale from 1 to 10.
Other public events	Number of events	12
Dissemination and exploitation of results	Number of projects benefitting from D&E support services (Common Exploitation Booster, Common Dissemination Booster, SSER, Innovation Radar, Seal of Excellence, ...)	47
Applicants' feedback on services provided by the Agency ³⁷	Satisfaction rate	65%
Beneficiaries' feedback on services provided by the Agency ³⁸	Satisfaction rate	85%
External experts' feedback on services provided by the Agency ³⁹	Satisfaction rate	86%

Planning calls for proposals 2019:

Call title	Call identifier	Publication date	Closing date	Topics delegated to EASME	Ind. Budget (EUR million)
Building a low-carbon, climate resilient future: climate action in support of the Paris Agreement	H2020-LC-CLA-2018-2019-2020	27 October 2017	19 February 2019	LC-CLA-07-2019 -d) LC-CLA-09-2019 (ERA-NET-Cofund)	7,00
Building a low-	H2020-LC-	27 October	19	LC-CLA-02-	109,00

³⁷ Source: the tri-annual evaluation of the Agency. The targets are set for 2020

³⁸ idem

³⁹ idem

carbon, climate resilient future: climate action in support of the Paris Agreement	CLA-2018-2019-2020	2017	February 2019 (First Stage) 4 September 2019 (Second Stage)	2019 LC-CLA-05-2019 LC-CLA-06-2019 LC-CLA-07-2019	
Greening the economy in line with the Sustainable Development Goals (SDGs)	H2020-SC5-2018-2019-2020	27 October 2017	19 February 2019	CE-SC5-08-2019 SC5-16-2019 SC5-22-2019	4,60
Greening the economy in line with the Sustainable Development Goals (SDGs) (H2020-SC5-2018-2019-2020)	H2020-SC5-2018-2019-2020	27 October 2017	19 February 2019 (First Stage) 4 September 2019 (Second Stage)	CE-SC5-04-2019 CE-SC5-07-2019 SC5-09-2019 SC5-10-2019 SC5-13-2019 SC5-14-2019 SC5-16-2019 SC5-20-2019	245,00
Total:					365,60

3.3. Programme for the Environment and Climate Action (LIFE)

The LIFE Programme⁴⁰ is the EU's funding instrument to support the protection of the environment and climate action. For 2019, EUR 521.02 million has been already allocated to the Programme⁴¹, with about EUR 428 million operational expenditure externalised to EASME.

The objectives are stipulated in the LIFE Programme and in the multi-annual Work Programme (MAWP) 2018-2020. The Agency has been entrusted with the management of the full project cycle of the LIFE programme according to annex III of the Delegation Act.

The Agency will be responsible for calls for proposals for action grants under the Environment sub-programme and the Climate Action sub-programme. The Agency will also manage the calls for operating grants to framework partner NGOs (one call to conclude new framework partnership agreements, covering the years 2020 and 2021 and

⁴⁰ Regulation (EU) No 1293/2013 of the European Parliament and of the Council of 11 December 2013 on the establishment of a Programme for the Environment and Climate Action (LIFE) and repealing Regulation (EC) No 614/2007.

⁴¹ Commission Implementing Decision C(2018) 8645 of 14.12.2018 and Commission Implementing Decision C(2019)891 final of 12.2.219

another call to those NGOs successful from the Framework Partnership Agreement (FPA) evaluation in order to conclude specific grant agreements covering their financial year 2020 only in the framework of the partnership agreements awarded in 2019). To pursue simplification a two stages approach has been implemented for the calls for proposals for traditional projects in the framework of the Environment sub-Programme. The two stages approach has been allowed in the MAWP, adopted with the favourable opinion of the LIFE Committee, and decided in the 2018 financing decision.

The MAWP takes into account the experience gained in the period 2014 to 2017 and, in particular, the recommendations made in the mid-term evaluation⁴², which are mainly related to the simplification of the application and reporting processes, the replication of project results and the improvement of the communication strategy.

Through the smooth selection, management and monitoring of grants (including an intensified support to close-to-market activities), the Agency will support the Union's achievement of climate and environmental goals in a wide range of priorities such as nature and biodiversity, circular economy, waste, water, air pollution, climate mitigation and adaptation next to fostering economic growth.

EASME's contribution to the achievement of the parent DGs' objectives is summarised in the following table:

Relevant general objective: <i>A resilient Energy Union with a forward-looking climate-change policy</i>	Parent DGs: ENV, CLIMA
Specific objectives: <ul style="list-style-type: none"> • <i>Ensuring further development and ensuring a well-functioning EU carbon market, via the EU ETS, towards further reduction of GHG emissions by energy power and heat generation installations, by energy-intensive industries and by domestic aviation;</i> • <i>A fair and operational framework for MS towards a further reduction of GHG emissions in the non-ETS sectors in the EU;</i> • <i>Further decarbonisation of the transport sector in the EU through development and implementation of harmonised policies;</i> • <i>Increased resilience of EU society against the effects of climate change via effective support to MS respecting the subsidiarity principle (adaptation);</i> • <i>Optimisation and sound and efficient management of financial incentives to support the innovation-based shift towards a low carbon and climate-resilient EU economy;</i> • <i>The EU economy is resource-efficient, green and competitive;</i> • <i>The Union's natural capital is protected, conserved and enhanced;</i> • <i>The Union's citizens are safeguarded from environment-</i> 	Related to spending programme LIFE

⁴² Report from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions accompanying the mid-term evaluation of the LIFE Programme", COM(2017)642

- related pressures and risks to health and well-being;*
- There is an enabling framework for environmental policy, based on smart implementation, a strong knowledge and evidence base, investment, and improved environmental integration and policy coherence;*
- The Union's cities are more sustainable;*
- The Union is more effective in addressing international environmental challenges*

Main outputs in 2019:

Output	Indicator	Target
Calls for proposals	Number of calls published	6
Evaluation sessions	Time to inform applicants	100% of applicants informed within 6 months (183 days) after the call deadline
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3% of evaluated proposals
	% of evaluated proposals re-evaluated following review requests	0.5% of evaluated proposals
Grant agreements	Number of grant agreements signed	~180 action grants ~35 operating grants (35 FPA and 35 SGA)
	Time to grant	100% of grant agreements signed within 9 months (274 days) after the call deadline
Contracts	Number of contracts signed	1 specific contract for monitoring activities 3 specific contracts for evaluation activities
Payments	Time to pay	100% of payments within legal deadlines
Events		
<ul style="list-style-type: none"> 1 EU Info day(s) +~24 National Info-Days (14 National Info-Days with B.3 participation) 	Satisfaction rate participants	At least 80% satisfactory feedback
<ul style="list-style-type: none"> NCP Training 	Number of training sessions	1 in March 2019
<ul style="list-style-type: none"> Kick-off meetings: call 2018 projects 	Number of meetings	4 (climate actions, nature & biodiversity, Environment, resource efficiency, environment governance and information)
<ul style="list-style-type: none"> Thematic Platform meetings 	Number of meetings	5 thematic 3 regional

Applicants' feedback on services provided by the Agency ⁴³	Satisfaction rate	65%
Beneficiaries' feedback on services provided by the Agency ⁴⁴	Satisfaction rate	85%

Planning calls for proposals and tenders 2019:				
Call title	Call identifier	Publication date	Closing date	Ind. Budget (EUR million)
Action grants for traditional projects environment	LIFE-TP-EASME-2019-Two stage	April 2019	June 2019 January 2020	228.5
Action grants for traditional projects CLIMA	LIFE-TP-EASME-2019-One stage	April 2019	September 2019	57.7
Integrated projects for clima and environment	LIFE-IP-EASME-2019 (two stages – 2 nd stage published in 2020)	April 2019	September 2019	126
NGO annual operating grants	Life Operating grants call FPA	Spring 2019	Spring 2019	12
	Life Operating grants call SGA	Summer 2019	Summer 2019	
Technical assistance projects for Environment and CLIMA	LIFE-TA-EASME	April 2019	September 2019	1.26
Total:				425.46

3.4. European Maritime and Fisheries Fund (EMFF)

The EMFF aims at achieving the objectives of the reformed Common Fisheries Policy (CFP) and of the Integrated Maritime Policy (IMP). It is based on these objectives, re-defined in terms of funding:

- promoting competitive, environmentally sustainable, economically viable and socially responsible fisheries and aquaculture;
- fostering the implementation of the CFP;
- promoting a balanced and inclusive territorial development of fisheries and aquaculture areas;

⁴³ Source: the tri-annual evaluation of the Agency. The targets are set for 2020

⁴⁴ indem

- fostering the development and implementation of the Union's IMP in a manner complementary to cohesion policy and to the CFP.

In 2019, EUR 87.58 million has been allocated to the Fund⁴⁵ for the implementation of actions under direct management.

The delegation to the Agency concerns the following tasks:

- Actions in the area of the IMP, in areas such as marine knowledge, maritime spatial planning, maritime surveillance and blue growth;
- Scientific advice and projects necessary for the development and the implementation of the Common Fisheries Policy;
- Support for purchase and/or chartering by Member States of shared means for fisheries control (Article 87 of the EMFF regulation).

The objectives are stipulated in the EMFF regulation and in the 2019 Work Programme. The Agency is entrusted with the management of the full project cycle according to annex V of the Delegation Act.

EASME will contribute to delivering on the parent DG's objectives with the following activities:

- *A sustainable blue economy, generating growth, jobs and prosperity by 2020:*
 - Develop **skills** and qualifications for the blue economy, support interdisciplinary **R&D** and innovation, bring research results and innovation faster to the **market**: support projects funded under the Blue Careers, Blue Labs and Blue Tech calls for proposals; launch a new call for demonstration projects in emerging blue economy sectors; support ongoing and select new projects supporting IMP in the Mediterranean and Black Sea;
 - Spur the development of blue economy activities by supporting:
 - cross-border MS cooperation on **maritime spatial planning** and support good practice collection and exchange via a dedicated assistance mechanism;
 - the collection of **marine knowledge and data** and making it available for free for multiple use: support the EMODnet secretariat, the 7 thematic portals and sea basin checkpoints;
 - the implementation of the **EUMSS Strategy and Action Plan** with grant support for structured cooperation between the European Coast Guards and for developing inter-operability of national IT systems as part of the EUCISE initiative;
 - **sea basin strategies**: support the Union for the Mediterranean, the Atlantic Action Plan assistance mechanism, the Western-Mediterranean initiative,
 - Support **International Ocean Governance** with projects and studies and implement the "stakeholder forum - international ocean governance" (being part of the EMFF WP 2018);
 - Implement the "Assistance mechanism for investment" (being part of the EMFF WP).
- *Sustainable and competitive fisheries and aquaculture by 2020*

⁴⁵ Commission Implementing Decision C(2018) 8395 of 13.12.2018 concerning the adoption of the work programme for 2019 and the financing for the implementation of the European Maritime and Fisheries Fund

- Implement studies increasing the **scientific evidence base** for ecosystem based fisheries management in all EU sea basins and in areas beyond EU waters
- Invest in the analysis of fisheries **monitoring** tools and the development of more effective and cost-efficient control technologies and reporting systems

EASME's contribution to the achievement of the parent DG's objectives is summarised in the following table:

Relevant general objectives:		Parent DG: MARE
<ul style="list-style-type: none"> • <i>A new boost for jobs, growth and investment</i> • <i>A resilient Energy Union with a forward-looking climate-change policy</i> • <i>Towards a new policy on migration</i> 		
Specific objectives:		Related to spending programme EMFF
<ul style="list-style-type: none"> • <i>Sustainable and competitive fisheries and aquaculture by 2020</i> • <i>A sustainable blue economy, generating growth, jobs and prosperity by 2020</i> 		
Main outputs in 2019:		
Output	Indicator	Target
Calls for proposals	Number of calls published	8 ⁴⁶
Calls for tender	Number of calls published	10 ⁴⁷
Evaluation sessions	Time to inform applicants	100% of applicants informed within 6 months (183 days) after the call deadline
	% of evaluated proposals challenged under the evaluation review procedure	Less than 3% of evaluated proposals
	% of evaluated proposals re-evaluated following review requests	0.5% of evaluated proposals
Grant agreements	Number of grant agreements signed	24
	Time to grant	100% of grant agreements signed within 9 months (274 days) after the call deadline
Contracts	Number of contracts signed	15
Payments	Time to pay	100% of payments within legal deadlines
Events		
• Info day(s)	Satisfaction rate participants	80-85%
Applicants' feedback	Satisfaction rate	65%

⁴⁶ This number includes both calls for proposals and invitations to apply for ad hoc grants

⁴⁷ This number includes all procurement forms: calls for tenders, specific contracts under framework contracts

on services provided by the Agency ⁴⁸		
Beneficiaries' feedback on services provided by the Agency ⁴⁹	Satisfaction rate	85%
External experts' feedback on services provided by the Agency ⁵⁰	Satisfaction rate	86%
Contractors' feedback on service provided by the Agency ⁵¹	Satisfaction rate	67%

Planning calls for proposals and tenders 2019:				
Call title	Call identifier	Publication date	Closing date	Ind. Budget (EUR million)
Blue economy call	2018/1.2.1.7	15/10/2018	31/01/2019	18,44
Study on integrating an ecosystem-based approach into Maritime Spatial Planning (MSP)	2018/1.3.1.1	28/02/2019	30/04/2019	0,5
Assistance mechanism for the implementation of maritime Spatial Planning	2018/1.3.1.2	11/02/2019	11/04/2019	1,12
Stakeholder forum international ocean governance	2018/1.3.1.4	30/08/2018	02/10/2018	0,75
Assistance mechanism for investment in the blue economy	2018/1.1.3.10	08/08/2018	09/11/2018	4.7
Design and implementation of a Blue	2018/1.3.1.11	15/03/2019	15/05/2019	0,6

⁴⁸ Source: the tri-annual evaluation of the Agency. The targets are set for 2020

⁴⁹ indem

⁵⁰ indem

⁵¹ indem

Economy Development Framework				
Environmental monitoring of Ocean energy deployment (named beneficiary)	2019/1.2.1.1	Q3 2019	Q4 2019	2,30
European coast Guard functions Forum (ECGFF) (named beneficiary)	2019/1.2.1.2	Q1 2019	Q2 2019	0,08
Mediterranean coast Guard functions Forum (ECGFF) (named beneficiary)	2019/1.2.1.3	Q1 2019	Q2 2019	0,08
Knowledge management for the blue economy in the Black sea (named beneficiary)	2019/1.2.1.4	Q3 2019	Q4 2019	0,10
Support to awareness raising about the Saami (named beneficiary)	2019/1.2.1.5	Q1 2019	Q2 2019	0,08
Promoting the Blue Economy in the Mediterranean Sea basin (named beneficiary)	2019/1.2.1.6	Q1 2019	Q1 2019	0,80
Maritime Spatial planning (MSP) projects	2019/1.2.1.8	Q1 2019	Q3 2019	3,00
Blue economy window	2019/1.2.1.9	Q2 2019	Q4 2019	22,86
Systems and tools for assessment, monitoring, and revision of Maritime Spatial plans including in the	2019/1.3.1.6	Q3 2019	Q4 2019	0,30

context of the implementation of Directive 2014/89/EU				
Assessment of the existing EU policy tools in the field of Sustainable Development Goal (SDG) 14 and other ocean-related Agenda 2030 targets	2019/1.3.1.7	Q1 2019	Q2 2019	0,35
European Marine Observation and Data Network (EMODnet)	2019/1.3.1.9	Q1 2019	Q4 2019	6,77
Feasibility study for an observatory on the Blue Economy	2019/1.3.1.11	Q1 2019	Q2 2019	0,20
Scientific Support to the High Seas Fisheries in the Central Arctic Ocean	2019/1.3.2.1	Q1 2019	Q4 2019	1,00
Scientific advice for fisheries beyond EU waters	2019/1.3.2.2	Q1 2019	Q4 2019	1,00
Framework contract for scientific advice for fisheries beyond EU waters	2019/1.3.2.3	Q3 2019	Q4 2019	n.a. (establishing FWC)
Studies providing scientific advice in support of the Common Fisheries Policy in EU waters excluding the Mediterranean and Black Sea	2019/1.3.2.4	Q1 2019	Q4 2019	2,30

Framework contract for Studies providing scientific advice for the Mediterranean and the Black sea	2019/1.3.2.5	Q3 2019	Q4 2019	n.a. (establishing a FWC)
Studies providing scientific advice for the Mediterranean and the Black sea	2019/1.3.2.6	Q1 2019	Q4 2019	1,00
Total:				68.33

3.5. Intelligent Energy Europe Programme (IEE) and Eco-innovation projects

The legacy projects under Intelligent Energy Europe and Eco-innovation programmes have been finalised. EASME actively provided feedback to the parent DGs about the results of the projects. In 2019 the Agency will continue to communicate the latest results of the last projects in the area of energy policy, cleaner production and environmental management.

PART 4. ORGANISATIONAL MANAGEMENT

4.1. Relevant objectives and indicators

4.1.1. Human Resources Management

The main challenges for the human resources team in 2019 will be to:

- A) deliver on the multi-annual HR strategy adopted in July 2018;
- B) consolidate the provision of HR services under the new delivery model with a people centric approach;
- C) prepare staff for the next mandate of the Agency after 2020.

In order to support these challenges, the structure of the HR team is reinforced and is based on three areas: business partners, services to people and learning & development.

In addition, the Staff Engagement and Business Transformation team (SEBT) or "EASME Together" team was created early 2018. Its role is to support the Agency in becoming a highly modern and attractive workplace. To this end, the team is closely working together with the horizontal services (HR, Communication, IT, Logistics, Legal and Financial teams) in the areas of:

- *Staff Engagement*: by creating space for a high degree of staff voice, fostering an environment that values and supports staff engagement and facilitating bottom-up initiatives (e.g. Sounding Board, Future of Europe and other WGs that may be formed or other events/happenings that may be organised);
- *Business Transformation*: by conducting strategic audits and bringing state-of-the-art models, recommending innovative solutions and developing partnerships at all levels within and outside the Agency (incl. parent DGs, central services of the Commission, other EU Institutions and Agencies, other public administrations and businesses in the private sector);
- *Social Dialogue*: by maintaining constructive relations with the Staff Committee and the Trade Unions, consulting them and organising periodic meetings to maximise the communication flow and hence securing a fruitful and trustful collaboration.

Under the three pillars of the recently adopted HR Strategy, the Agency will focus on the following actions:

1) Creating an attractive workplace (Pillar 1)

a) New recruitment strategy

The HR Sector will implement actions based on the recommendations of the Recruitment task force (adopted end of 2018) aimed at attracting the best talents, running fair and transparent procedures and ensuring efficiency.

b) Annual "Check-in" process

To create stronger connections with people and to assess better the situation in the respective units and sectors, the HR Business partners will have annual "check-in" with people in their respective units. This process will allow HR to detect critical issues in due

time and propose solutions, especially in cases of work overload, as well as to find examples of good practices and propose them to other units or sectors.

c) Creating a physically attractive workplace

EASME will enhance its workspaces by providing reconfigurable furniture and equipment to accommodate flexible work teams, social corners that facilitate information flow and exchanges, quiet spaces for concentration and places where productive interaction can occur. Special attention will be given to properly designed ergonomic office spaces, in particular, to such factors as ambient lighting, temperature control, noise restriction, ventilation. The aim is to reduce stress related to physical discomfort and to impact positively staff productivity.

d) Building a respectful and safe workplace culture

A variety of actions is already ongoing in the Agency (Collaborative communication training and group of practitioners, Diversity and inclusion working group, Women empowerment programme). To strengthen the importance of a respectful and safe work culture and our commitment to it, the HR sector will engage in raising awareness of staff in the different areas.

2) Building a modern leadership (Pillar 2)

a) Structured continuous feedback process

The importance of continuous feedback to people rather than a one off appraisal dialogue is beneficial to performance and engagement. The HR sector will develop therefore a simple and practical process to help managers to adopt this practice along with the annual evaluation process.

b) Reverse-mentoring scheme

The age of the management group in EASME is mainly in the range of 40 to 55. It is therefore important to develop a structured reverse mentoring scheme in the Agency with management and younger staff in order for managers to learn from younger generations and to keep up with new developments.

c) Management Lab

Under the Managerial Excellence programme launched in 2017 the HR sector will specifically focus on peer learning and knowledge sharing activities for managers. This will be done by means of training sessions, lunch-time conferences, discussion tables, thematic groups and management workshops.

3) Developing professional growth (Pillar 3)

a) EASME Academy

Under the umbrella of the EASME Academy, HR will implement the concept of learning pathways and introduce new elements in 2019: sharing of best practices, feedback loops, peer created trainings and learning content, language tables supported by peers and buddies, etc. A dedicated IT platform will be used to support these activities.

b) Job rotation scheme and internal career day

The HR Sector will further focus on creating opportunities for career development by means of mobility. An agency-wide job rotation scheme will be set up. To facilitate the scheme the Agency will organise an internal Career Day with information on the job profiles, speed dating and opportunities to network with colleagues.

c) Mentoring scheme

The scheme will be developed for all staff in order to create a structured way for people to get support, advice and guidance from more experienced colleagues (from the same unit or other units in the Agency) either in their field of expertise or outside.

Objective : EASME deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.

Indicator 1: Percentage of staff who feel that the Agency cares about their well-being

Source of data: Commission staff survey /EASME Pulse check

Baseline (2018)	Target (2019)
72%	76%

Indicator 2: Staff engagement index

Source of data: Commission staff survey

Baseline (2018)	Target (2020)
71%	72%

Indicator 3: Percentage of posts filled by the end of 2019

Source of data: EASME/C2

Baseline (2018)	Target (2019)
97%	98%

Indicator 4: professional growth: Percentage of staff who has the opportunity to participate in learning & development activities needed for efficiency in the own job

Source data: Commission staff survey

Baseline (2018) 77%	Target (2019): 80%
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Indicator 5: Percentage of positive replies as regard to the question "Listening to staff is important in my Agency"

Source of data: Commission staff Survey/EASME Pulse check

Baseline (2018)	Target (2019)
79%	80%

Main outputs in 2019:		
Output	Indicator	Target
Organise EASME Career Day to increase internal mobility, job swaps and rotation exercise	EASME Career Day	Career day organised and job rotation scheme set up in Q2
EASME mentoring programme	Mentoring Programme is approved and deployed	Programme approved in Q2 and deployed in Q3
Implementation of the new recruitment strategy	New recruitment strategy is deployed, information is available to internal and external stakeholders	Recruitment strategy deployed in Q2
EASME has modern and attractive office space for all its staff	<ul style="list-style-type: none"> • modern and attractive office space • well equipped, meetings rooms , • social corners • special room for interviews and candidates 	By Q4 all staff in EASME has modern and attractive office space, all special rooms are created and equipped
Women Empowerment programme	Dedicated actions to create a women empowerment culture	Q4
Programme of continuous feedback to staff	EASME has a structured process of continuous feedback to staff	Programme approved in Q3 and deployed in Q4
Events related to staff engagement	Number of events organised	15
Gather feedback from staff on staff engagement related issues	Number of pulse checks	5
Start building a staff engagement network across the Commission and developing partnerships	Number of DGs/EAs involved	5
Bring new insights to promote a modern and attractive working environment	Number of motivational/inspiration speakers invited	5
Get inspiration to pave the path towards business transformation	Number of visits in other organisations (public and/or private)	5
Discuss and exchange best practices with managers through bilateral meetings	% of managers met	75%
Staff engagement monitoring tool	Deployment of the IT tool	Successful launch and roll-out of the tool

4.1.3. Financial Management: Internal control and Risk Management

The new Internal Control Framework⁵² entered into force as from 1 January 2018.

The Agency took steps to ensure the effective transition from the previous Internal Control Standards to Internal Control Principles already in 2017 in order to be aligned with the expected requirements during 2018. The main challenge during this transitional period was to communicate the main changes and its effects to Agency's management and staff.

In 2019 the Agency will assess the Internal Control Framework, the validity and appropriateness of the identified internal control indicators and criteria, together with the dissemination of the results of the reported exception and non-compliance cases. Regular monitoring of the internal control opportunities for improvement is part of the planned activities of 2019. In addition, the Agency will continue giving training to further enhancing the appropriate use of exceptions and non-compliance reports in 2019.

In line with the guidance developed by DG BUDG on risk management, in the second quarter of the year the Agency will review the risks identified in relation to the implementation of the delegated programmes in 2019. At year-end, in the context of the preparation of the 2020 work programme, the Agency will conduct its yearly risk assessment exercise.

Overarching objective: The Authorising Officer by Delegation should have reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions including prevention, detection, correction and follow-up of fraud and irregularities.

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions

Indicator 1: Estimated residual error rate⁵³

Source of data: EASME multi-annual ex-post control strategy, H2020 audit strategy

Baseline (2018)	Target (2019)
<ul style="list-style-type: none"> • CIP IEE II: [2.57-2.62]% • CIP Eco-innovation: [2.07-6.00]% • COSME: 5,45% • LIFE : 0.40% • EMFF: N.A. • H2020: 2.45% 	<ul style="list-style-type: none"> • CIP IEE II, CIP Eco-innovation: less than 2% of the total budget for grants per programme 11 targeted ongoing audits will be performed in 2019. • COSME Programme, LIFE, EMFF: less than 2% of the total budget for grants per programme at the end of the programme life cycle (multiannual audit strategy) • H2020: as close as possible to 2% (within the range of 2-5%) (as per H2020 audit strategy)

Indicator 2: Estimated overall amount at risk at payment for the year for the entire budget under EASME's responsibility.

⁵² Commission Decision C(2017)2373 final

⁵³ For the definition, see the guidance "[Key concepts and definitions for determining error rates, amounts at risk and estimated future corrections](#)".

Source of data: EASME 2017 AAR	
Baseline	Target
MEUR 20.65 / 747.92 M EUR of relevant expenditure	This amount depends on weighted average error rate at Agency level and total amount of relevant expenditures
Indicator 3: Estimated future corrections	
Source of data: EASME monitoring of implementation of ex-post audit results	
Baseline	Target
MEUR 1.06	All corrections as proposed in the ex-post audits implemented

Main outputs in 2019:		
Output	Indicator	Target
Launch of audit batches (representative and targeted) on COSME Programme, EMFF and LIFE	Completion of the audit batches	Q4 2019
Closure of audits on IEE, Eco-Innovations (legacy programmes)	Completion of the audits	Closure of the audit cycle

Objective 2: Effective and reliable internal control system in line with <u>sound financial management</u>	
Indicator 1: Conclusion reached on cost effectiveness of controls	
Source of data: EASME 2018 AAR	
Baseline (2018)	Target (2019)
Controls are cost-effective	Controls are cost-effective
Indicator 2: Ratio of administrative costs over to the operational budget implemented (Costs of control over funds managed)	
Source of data: EASME 2018 AAR	
Baseline (2018)	Target
Benefit of controls balance the cost of controls	Benefit of controls balance the cost of controls (narrative description)

Main outputs in 2019:		
Output	Indicator	Target
Assessment conclusion reached on effectiveness of the Internal Control Principles (self-	Effectiveness of the Internal Control Principles	>85% of all ICP are effective

assessment survey)		
Implementation of the revised Internal Control Framework	Implementation of revised indicators and monitoring criteria	The actions related the revised indicators and monitoring criteria are implemented by the end of 2019

Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the Agency, based on EASME's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.

Indicator 1: Adoption of updated anti-fraud strategy of EASME, elaborated on the basis of the methodology provided by OLAF⁵⁴

Source of data: EASME Anti-Fraud Strategy, OLAF Guidance

Baseline	Target
Last update: December 2017	Updated by December 2019

Indicator 2: Fraud awareness is increased for target population(s) as identified in the Agency's anti-fraud strategy

Source of data: Agency's anti-fraud strategy

Baseline	Target
70% of newcomers trained on anti-fraud	95% of newcomers trained on anti-fraud

Indicator 3: Reporting on the implementation of the anti-fraud strategy and reporting on its result to management

Source of data: Executive Agency's anti-fraud strategy

Baseline	Target
Last reporting: December 2018	Twice per year

Main outputs in 2019:

Output	Indicator	Target
Update of the Anti-fraud strategy	Adoption of updated AFS	December 2019
Anti-fraud awareness training sessions	% of newcomers trained	95%
Reports on the state of play of the implementation of the	Regular monitoring of Anti-fraud Strategy, fraud risks and reporting to management	Twice per year

⁵⁴The methodology can be found on the FPDNet website: <https://myintracomm.ec.europa.eu/serv/en/fraud-prevention/ToolBox/Documents/Methodology%20and%20guidance%20for%20DGs%20anti-fraud%20strategies.pdf>. In particular paragraph 3 of the methodology is relevant.

AFS action plan		
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4.1.4. Information management

In the area of Information management the Agency will focus on the following objectives:

Collaboration and knowledge sharing

In line with the Commission strategy, the Agency has developed its own approach, where the principles set in the Commission Communication apply also at the Agency level:

- use the corporate IT systems in priority (mainly: Ares, MyIntracomm, SharePoint, Confluence, Connected);
- improve EASME Intranet as a "hub" to gather information and only store information there if necessary and appropriate;
- further develop the support to all staff for collaboration and knowledge sharing;
- develop communities of practice to bridge silos across programmes;
- adapt the working environment to support collaborative culture and flexibility.

Programme-related IT projects

- Support the SME Instrument (EIC) unit regarding the IT systems to support the services to SMEs;
- Support the COSME unit regarding the EEN IT tools in particular the redesign project and related organisational changes;
- Assess the possibility to use common IT tools for the EIC and EEN, for example for acceleration services for SMEs;
- Support the LIFE unit regarding the take-over of LIFE grant management IT Tools from DG ENV;
- Accompany the EMFF programme with their first use of eGrant;
- Support the cost-benefit analysis for the use of eGrant for LIFE programme.

Governance and compliance

Continue the screening of EASME IT systems and when necessary align systems with the new data protection rules; document the security plans and review the hosting requirements. Adapt the IT and Communication governance to the updated Commission approach.

Objective: Information and knowledge in EASME is shared and reusable by other Commission services. Important documents are registered, filed and retrievable

Indicator 1: Percentage of registered documents that are not filed⁵⁵ (ratio)

Source of data: *Hermes-Ares-Nomcom (HAN)⁵⁶ statistics*

Baseline 2018	Target 2019
4%	1%

Indicator 2: Percentage of HAN files readable/accessible by all units in the EA

Source of data: *HAN statistics*

Baseline 2018	Target 2019
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⁵⁵ Each registered document must be filed in at least one official file of the *Chef de file*, as required by the [e-Domec policy rules](#) (and by ICS 11 requirements). The indicator is to be measured via reporting tools available in Ares.

⁵⁶ Suite of tools designed to implement the [e-Domec policy rules](#).

98,3%	98.5 %	
Indicator 3: Percentage of HAN files shared with other Commission services		
Source of data: <i>HAN statistics</i>		
Baseline 2018	Target 2019	
33%	98.5 %	
Indicator 4: Percentage of units using collaborative tools to manage their activities		
Baseline	Interim Milestone (mid-Year)	Target (Dec 2019)
New indicator	60%	100%
Indicator 5: Number of cases where an important document could not be retrieved and resulted in a report to the Document Management Officer (register of "exceptions" to be created)		
Source of data: <i>EASME register</i>		
Baseline	Interim Milestone (mid-Year)	Target (Dec 2019)
New indicator	0	0
Indicator 6: Percentage of briefings managed in accordance with a uniform business process and using a common tool		
Source of data: <i>BASIS</i>		
Baseline	Interim Milestone (mid-Year)	Target (Dec 2019)
New indicator	10%	100%

Main outputs in 2019:		
Output	Indicator	Target
<i>EIC platform expected outputs</i>	number of companies uploaded on the platform	5000 companies
	number of events advertised	30 Events
	number of stories published,	100 Stories
	number of active collaboration groups managed	20 Groups
	number of successful sme to investor matchings achieved	100 Matchings
	Number of Investors on the Platform	250 Investors
	KAMs on the platform	100%
	Number of coaches on the platform	200

Improved governance for the websites and IT systems managed by EASME	40 identified websites are checked and compliant with EC Security, Governance, and data protection.	80% of sites covered
LIFE grant management tools taken over by EASME	Complete LIFE grant management tools taken over in EASME	March 2019
	Kick-off project on updating IT tool to new IT requirements.	April 2019
	Revise interface between LIFE IT tools and new LIFE website	April 2019
	Updating LIFE IT tools to align to business requirements	Continuous
EEN IT platform	Optimize existing business processes	Review 80% of existing business processes
	Improve Network collaboration tools	Update or replace existing collaboration tools with state-of-the-art collaborative platform and implementation of at least 3 new dashboards (Qlik)
	Optimize maintenance and hosting costs	Downgrade cost for hosting and maintenance by at least 25% compare to 2018
	Optimise support costs	Downgrade cost for help desk activity by at least 10%

4.1.5. External communication

The Agency's communication actions directly contribute to the achievement of the overall mission of EASME to deliver efficient, high-quality European programmes and initiatives that actively drive sustainability through knowledge and innovation. This is accomplished through targeted communication to increase the awareness of programmes managed by the Agency and to engage with our stakeholders and beneficiaries to maximise the

impact of projects. As such, we support the dissemination and communication activities of our parent DGs.⁵⁷

All our communication actions contribute primarily to the following two general objectives:

- A new boost for Jobs, Growth and Investment;
- A resilient Energy Union with a forward-looking climate-change policy.

Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.

Indicator 1: Percentage of EU citizens having a positive image of the EU

Source of data: Standard Eurobarometer (DG COMM budget)

Baseline: November 2014	Target: 2020
Total "Positive": 39% Neutral: 37 % Total "Negative": 22%	Positive image of the EU ≥ 50%

Main outputs in 2019:

Output	Indicator	Target
Promotion of funding opportunities	Website visits <i>Source of data: Web statistics</i>	600.000 (baseline: 550.000)
	Page views <i>Source of data: Web statistics</i>	1.400.000 (baseline: 1.200.000)
	Number of newsletter subscribers <i>Source of data: Newsroom statistics</i>	71.000 (baseline: 69.000)
Engaging beneficiaries with and stakeholders	Number of participants in info days	1.500 (baseline: 1.000)
	Satisfaction rate at info days <i>Source of data: Feedback form</i>	85%-90% (baseline (average): 89%)
	Number of followers on Twitter <i>Source of data: Twitter statistics</i>	120.000 (baseline: 100.000)
	Number of followers on LinkedIn <i>Source of data: LinkedIn statistics</i>	11.000 (baseline: 9.700)

⁵⁷ In addition, the Agency participates in the DiEPP and contributed to the revision of the D&E strategy.

EU Sustainable Energy Week (EUSEW)	Satisfaction rate - Participants - Organisers <i>Source of data: Feedback form and on-site interviews</i>	- 85% (baseline: 85%) - 90% (baseline 90%)
	Number of participants	2,500 (baseline: 2.400)
	Media outreach: press clippings	175 (baseline 150)
	Number of followers on Twitter	16.500 (baseline 15.700)
	Fans on Facebook	14.500 (baseline 14.000)
	Website visits <i>Source of data: web statistics</i>	200.000 (baseline: 190.000)
	Page views <i>Source of data: Web statistics</i>	475.000 (baseline: 450.000)
	Number of applications for EU Sustainable Energy Awards	125 (baseline: 100)
	Number of energy days	525 (baseline: 500)
	Number of votes for the Citizen's Awards	10.500 (baseline 10,000)

Annual communication spending:	
Baseline (2018)	Estimated commitments (2019)
1.750.000	1.750.000

4.1.6. Initiatives to improve economy and efficiency of financial and non-financial activities

The following two examples – initiatives the Agency plans to undertake in 2019 to improve the efficiency and economy of its operations – illustrate that the Agency is continuously trying to improve its functioning further

1. Simplification of the workflow / planning and approval process of missions performed by Agency's staff: taking into account the results of the survey among staff (Pulse check) the aim will be to create a more efficient work flow for the mission process.
2. Providing accounting services to the Consumers, Health, Agriculture and Executive Agency (CHAFEA): the service would include carry out of accounting tasks of CHAFEA by EASME accounting officer during the first quarter of 2019. This initiative demonstrates that synergies and efficiencies can be stimulated at inter-executive agencies level.

4.2. Operating budget, staff and operational appropriations

4.2.1. Operating budget

Programmes	DG	TITLE 1 (€ million)			TITLE 2 (€ million)			TITLE 3 (€ million)			TOTAL (€ million)
		EU Budget	EFTA /EEA	Third countries contrib.	EU Budget	EFTA /EEA	Third countries contrib.	EU Budget	EFTA /EEA	Third countries contrib.	
Programme - COSME											
COSME	GROW	6,307	0,009	n/a	0,968	0,001	n/a	0,417	0,001	n/a	7,703
Subtotal		6,307	0,009	n/a	0,968	0,001	n/a	0,417	0,001	n/a	7,703
Programme - H2020											
Innovation in SME's	GROW	0,939	0,022	n/a	0,215	0,005	n/a	0,056	0,001	n/a	1,240
SME instrument	RTD	5,586	0,133	0,387	1,535	0,037	n/a	0,402	0,010	n/a	8,089
Fast track to innovation	AGRI	0,020	0,000	n/a	0,005	0,000	n/a	0,001	0,000	n/a	0,027
	CNECT	0,115	0,003	n/a	0,030	0,001	n/a	0,008	0,000	n/a	0,156
	ENER	0,035	0,001	n/a	0,009	0,000	n/a	0,002	0,000	n/a	0,048
	GROW	0,025	0,001	n/a	0,006	0,000	n/a	0,002	0,000	n/a	0,034
	HOME	0,015	0,000	n/a	0,004	0,000	n/a	0,001	0,000	n/a	0,020
	MOVE	0,023	0,001	n/a	0,006	0,000	n/a	0,002	0,000	n/a	0,031
	RTD	0,287	0,007	n/a	0,074	0,002	n/a	0,019	0,000	n/a	0,389
	Sub-total	0,520	0,012	n/a	0,134	0,003	n/a	0,035	0,001	n/a	0,705
Energy - Secure, clean and efficient	ENER	4,263	0,101	n/a	0,962	0,023	n/a	0,252	0,006	n/a	5,607
Energy - CIP legacy	ENER	0,000	0,000	n/a	0,000	0,000	n/a	0,000	0,000	n/a	0,000
LEIT (SILC II)	GROW	0,000	0,000	n/a	0,000	0,000	n/a	0,000	0,000	n/a	0,000
Eco new	RTD	2,633	0,063	n/a	0,585	0,014	n/a	0,153	0,004	n/a	3,451
Climate - Action	GROW	0,542	0,013	n/a	0,120	0,003	n/a	0,032	0,001	n/a	0,710
	RTD	1,808	0,043	n/a	0,402	0,010	n/a	0,105	0,003	n/a	2,370
	Sub-total	2,349	0,056	n/a	0,522	0,012	n/a	0,137	0,003	n/a	3,080
Climate - Raw material	GROW	0,185	0,004	n/a	0,041	0,001	n/a	0,011	0,000	n/a	0,243
	RTD	0,619	0,015	n/a	0,137	0,003	n/a	0,036	0,001	n/a	0,811
	Sub-total	0,804	0,019	n/a	0,179	0,004	n/a	0,047	0,001	n/a	1,054
CIP Eco-I legacy	ENV	0,000	0,000	n/a	0,000	0,000	n/a	0,000	0,000	n/a	0,000
Subtotal		17,094	0,407	0,387	4,132	0,098	n/a	1,083	0,026	n/a	23,227
Programme - LIFE											
LIFE	CLIMA	0,697	n/a	n/a	0,171	n/a	n/a	0,165	n/a	n/a	1,033
	ENV	2,644	n/a	n/a	0,648	n/a	n/a	0,628	n/a	n/a	3,920
Subtotal		3,340	n/a	n/a	0,819	n/a	n/a	0,793	n/a	n/a	4,952
Programme - EMFF											
EMFF	MARE	2,399	n/a	n/a	0,133	n/a	n/a	0,061	n/a	n/a	2,593
Subtotal		2,399	n/a	n/a	0,133	n/a	n/a	0,061	n/a	n/a	2,593
Management and administrative support											
COSME		1,853	0,003	n/a	0,254	0,000	n/a	0,109	0,000	n/a	2,219
H2020		5,566	0,132	n/a	1,199	0,029	n/a	0,314	0,007	n/a	7,248
LIFE		0,089	n/a	n/a	0,019	n/a	n/a	0,019	n/a	n/a	0,127
EMFF		0,587	n/a	n/a	0,031	n/a	n/a	0,014	n/a	n/a	0,632
Subtotal		8,094	0,135	n/a	1,503	0,029	n/a	0,457	0,008	n/a	10,226
TOTAL											
TOTAL per Source of Financing within each Title		37,235	0,551	0,387	7,555	0,129	n/a	2,811	0,034	n/a	48,701
TOTAL per Budget Title		38,173			7,684			2,844			48,701

Budget title		EU contribution	EFTA/EEA contribution	Third countries' contributions	Total appropriations (€ million)
Title 1	Staff expenditure	37,23	0,55	0,39	38,17
Title 2	Infrastructure and operating expenditure	7,55	0,13	n/a	7,68
Title 3	Programme support expenditure	2,81	0,03	n/a	2,84
TOTAL		47,60	0,71	0,39	48,70

4.2.2. Human resources

The following figures are indicative^{58, 59},

OPERATIONAL STAFF	Staff (EU Budget)						
		TAs	Of which Seconded officials	CAs	SNEs	Total	Percentage
Programme - COSME							
COSME	GROW	16,8	4,0	68,5	N/A	85,3	17,3%
Subtotal		16,8	4,0	68,5	N/A	85,3	17,3%
Programme - H2020							
Innovation in SME's	GROW	2,4	0,5	8,0	N/A	10,4	2,1%
SME Instrument	RTD	14,6	5,7	78,1	N/A	92,7	18,8%
Fast track to innovation	AGRI	0,0	0,0	0,3		0,3	
	CNECT	0,3	0,1	1,5		1,8	
	ENER	0,1	0,0	0,5		0,5	
	GROW	0,1	0,0	0,3		0,4	
	HOME	0,0	0,0	0,2		0,2	
	MOVE	0,1	0,0	0,3		0,3	
	RTD	0,7	0,3	3,7		4,4	
	Sub-total		1,3	0,5	6,7	N/A	8,0
Energy – Secure, clean and efficient energy	ENER	12,5	1,9	37,4	N/A	49,9	10,1%
Energy – CIP Legacy	ENER	0,4	0,0	0,8	N/A	1,2	0,2%
LEIT (SILC II)	GROW	0,0	0,0	0,0	N/A	0,0	0,0%
Eco new	RTD	9,9	3,5	32,2	N/A	42,1	8,5%
Climate Action	GROW	2,0	0,7	6,6		8,7	
	RTD	6,8	2,3	22,1		28,9	
	Sub-total		8,9	3,0	28,7	N/A	37,6
Raw Materials	GROW	0,7	0,2	2,3		3,0	
	RTD	2,3	0,8	7,5		9,8	
	Sub-total		3,0	1,0	9,8	N/A	12,8
CIP Eco-I Legacy	ENV	-0,4	-0,3	-0,4	N/A	-0,8	-0,2%
Subtotal		52,7	15,7	201,3	N/A	254,0	51,4%
Programme – LIFE							
LIFE	CLIMA	1,6	0,4	5,4		7,0	
	ENV	6,2	1,5	20,5		26,7	
Subtotal		7,8	1,9	26,0	N/A	33,7	6,8%
Programme – EMFF							
EMFF	MARE	6,7	2,3	22,3	N/A	29,0	5,9%
Subtotal		6,7	2,3	22,3	N/A	29,0	5,9%
Subtotal OPERATIONAL		84,0	24,0	318,0	N/A	402,0	81,4%

⁵⁸ Following the 'flexibility mechanism' approved by the Steering Committee by written procedure on 20/03/2017, the Agency may reallocate on a temporary and limited basis the resources where they are most needed in function of priorities and workload. A detailed account of the actual use of resources will be provided in the mid-year report and the annual activity report.

⁵⁹ the legacy posts keep in accordance with the multiannual Financial Statement

Management and Administrative Support	Staff (EU Budget)						
		TAs	Of which Seconded officials	CAs	SNEs	Total	Percentage
Programme - COSME							
COSME	GROW	8,3	2,0	13,0	N/A	21,3	4,3%
	Subtotal	8,3	2,0	13,0	N/A	21,3	4,3%
Programme - H2020							
Innovation in SME's	GROW	1,2	0,2	1,5	N/A	2,7	0,5%
SME Instrument	RTD	7,1	2,3	14,6	N/A	21,7	4,4%
Fast track to innovation	AGRI	0,0	0,0	0,1		0,1	
	CNECT	0,1	0,0	0,3		0,4	
	ENER	0,0	0,0	0,1		0,1	
	GROW	0,0	0,0	0,1		0,1	
	HOME	0,0	0,0	0,0		0,1	
	MOVE	0,0	0,0	0,1		0,1	
	RTD	0,4	0,1	0,8		1,1	
		Sub-total	0,6	0,2	1,4	N/A	2,0
Energy – Secure, clean and efficient energy	ENER	5,6	0,7	7,0	N/A	12,6	2,6%
Energy – CIP Legacy	ENER	0,2	0,0	0,1	N/A	0,3	0,1%
LEIT (SILC II)	GROW	0,0	0,0	0,0	N/A	0,0	0,0%
Eco new	RTD	4,4	1,3	6,1	N/A	10,5	2,1%
Climate Action	GROW	0,9	0,3	1,3		2,2	
	RTD	3,1	0,9	4,2		7,3	
		Sub-total	4,0	1,2	5,5	N/A	9,5
Raw Materials	GROW	0,3	0,1	0,4		0,7	
	RTD	1,0	0,3	1,4		2,4	
		Sub-total	1,3	0,4	1,8	N/A	3,1
CIP Eco-I Legacy	ENV	-0,1	-0,1	-0,1	N/A	-0,2	0,0%
	Subtotal	24,4	6,2	37,9	N/A	62,3	12,6%
Programme – LIFE							
LIFE	CLIMA	0,1	0,0	0,1		0,2	
	ENV	0,4	0,1	0,6		0,9	
	Subtotal	0,4	0,1	0,7	N/A	1,2	0,2%
Programme – EMFF							
EMFF	MARE	2,9	0,7	4,4	N/A	7,3	1,5%
	Subtotal	2,9	0,7	4,4	N/A	7,3	1,5%
	Subtotal HORIZONTAL	36,0	9,0	56,0	N/A	92,0	18,6%
	TOTAL STAFF	120,0	33,0	374,0	N/A	494,0	100,0%

NB: Including 5 contract agent posts financed from appropriations accruing from contributions from external revenues to cover the frontload supported by the Agency since 2014 (the Agency received from H2020 Programme associated country contributions (RO-credits) but until 2018, these activities were carried out without any

additional human resources, despite the fact that additional credits require per se man power to be managed).

Management and Administrative Support - Summary		TAs	Of which Seconded officials	CAs	SNEs	Total	Percentage
COSME		8,3	2,0	13,0	N/A	21,3	4,31%
H2020		24,4	6,2	37,9	N/A	62,3	12,60%
LIFE		0,4	0,1	0,7	N/A	1,2	0,23%
EMFF		2,9	0,7	4,4	N/A	7,3	1,48%
Sub-total		36,0	9,0	56,0	N/A	92,0	18,63%

* Seconded Officials – Frozen posts in the Commission Establishment Plan

Parent DG	Number of posts frozen in 2019
DG CNECT	2
DG ENER	5
DG GROW	11
DG ENV	2
DG MARE	4
DG RTD	9
Total	33

Source: Specific financial statement accompanying the mandate extension which received a positive opinion of the CEA on 22.11.2013; Amending decision C(2014)6944 extending the mandate by the Fast Track Innovation pilot scheme.

EFTA	TAs	Of which Seconded officials	CAs	SNEs	Total
Operational - COSME	0,0	0,0	0,1	N/A	0,1
Operational - H2020	1,3	0,4	4,9	N/A	6,2
Sub-total OPERATIONAL	1,3	0,4	5,0	N/A	6,3
Horizontal - COSME	0,0	0,0	0,0	N/A	0,0
Horizontal - H2020	0,6	0,2	0,9	N/A	1,5
Sub-total HORIZONTAL	0,6	0,2	0,9	N/A	1,5
TOTAL	1,9	0,5	5,9	N/A	7,8

4.2.3. Delegated operational appropriations

Budget lines		COMMITMENT appropriations (€)			PAYMENT appropriations (€)		
		EU Budget	EFTA/EEA	TOTAL	EU Budget	EFTA/EEA	TOTAL
Horizon 2020 – Framework Programme for Research and Innovation							
02 04 02 01	Leadership in space	3.290.260	78.308	3.368.568	3.098.182	73.737	3.171.919
02 04 02 03	Increasing innovation in small and medium sized enterprises (SMEs) - Innovation in SME	45.252.979	1.077.021	46.330.000	46.379.796	1.103.839	47.483.635
02 04 03 01	Achieving a resource-efficient and climate change resilient economy and a sustainable supply of raw materials	82.501.201	1.963.529	84.464.730	57.537.643	1.369.396	58.907.039
05 09 03 01	Securing sufficient supplies of safe and high quality food and other bio-based products	3.694.305	87.924	3.782.229	2.784.909	66.281	2.851.190
06 03 03 01	Achieving a resource-efficient, environmentally-friendly, safe and seamless European transport system	4.238.524	100.877	4.339.401	3.384.393	80.549	3.464.942
08 02 02 01	Leadership in nanotechnologies, advanced materials, biotechnology and advanced manufacturing and processing	9.866.945	234.833	10.101.778	11.274.051	268.322	11.542.373
08 02 03 01	Improving lifelong health and wellbeing	14.490.890	344.883	14.835.773	13.647.049	324.800	13.971.849
08 02 03 02	Improving food security, developing sustainable agriculture, marine and maritime research and the bio-economy	4.997.702	118.945	5.116.647	3.929.037	93.511	4.022.548
08 02 03 03	Making the transition to a reliable, sustainable and competitive energy system	6.712.399	159.755	6.872.154	5.141.824	122.375	5.264.199
08 02 03 04	Achieving a European transport system that is resource-efficient, environmentally friendly, safe and seamless	10.177.763	242.231	10.419.994	8.624.176	205.255	8.829.431

08 02 03 05	Achieving a resource-efficient and climate change resilient economy and a sustainable supply of raw materials	276.060.891	6.570.249	282.631.140	256.026.174	6.093.423	262.119.597
08 02 03 06	Fostering inclusive, innovative and secure European societies	2.171.991	51.693	2.223.684	1.735.290	41.300	1.776.590
08.02 08 00	SME Instrument	541.325.027	12.883.536	554.208.563	485.147.927	11.546.521	496.694.448
09 04 02 01	Leadership in information and communications technology (ODI)	17.401.072	414.146	17.815.218	11.194.699	266.434	11.461.133
09 04 03 01	Improving lifelong health and wellbeing	2.521.182	60.004	2.581.186	2.322.045	55.265	2.377.310
09 04 03 02	Fostering inclusive, innovative and secure European societies	778.460	18.527	796.987	496.839	11.825	508.664
09 04 03 03	Fostering secure European societies	950.396	22.619	973.015	769.961	18.325	788.286
18 05 03 01	Fostering inclusive, innovative and secure European societies	2.830.192	67.359	2.897.551	1.349.075	32.108	1.381.183
32 04 03 01	Making the transition to a reliable, sustainable and competitive energy system	131.646.752	3.133.193	134.779.945	109.736.542	2.611.730	112.348.272
Subtotal Horizon 2020		1.160.908.930	27.629.633	1.188.538.563	1.024.579.612	24.384.996	1.048.964.608
Programme for the Competitiveness of Enterprises and SMEs – (COSME)							
02 02 01	Promoting entrepreneurship and improving the competitiveness and access to markets of Union enterprises	122.567.406	171.594	122.739.000	100.813.000	141.138	100.954.138
02 02 02	Improving access to finance for small and middle-sized enterprises (SMEs) in the form of equity and debt	499.301	699	500.000	0	0	0
Subtotal COSME		123.066.707	172.293	123.239.000	100.813.000	141.138	100.954.138
Programme for the Environment and Climate Action (LIFE)							
07 02 01	Contributing to a greener and more resource efficient economy and to the development and implementation of Union environmental policy and legislation	118.990.000	-	118.990.000	76.000.000	-	76.000.000
07 02 02	Halting and reversing the biodiversity loss	192.440.000	-	192.440.000	84.000.000	-	84.000.000
07 02 03	Supporting better environmental governance and information at all	27.510.000	-	27.510.000	26.000.000	-	26.000.000

	levels						
34 02 01	Reducing of Union greenhouse gas emissions	42.630.000	-	42.630.000	16.500.000	-	16.500.000
34 02 02	Increasing resilience of the Union to climate change	37.130.000	-	37.130.000	20.000.000	-	20.000.000
34 02 03	Better climate governance and information at all levels	12.100.000	-	12.100.000	8.500.000	-	8.500.000
Subtotal LIFE		430.800.000	-	430.800.000	231.000.000	-	231.000.000
The European Maritime and Fisheries Fund (EMFF)							
11 06 61 00	Fostering the development and implementation of the Union's Integrated Maritime Policy (IMP)	37.310.000	-	37.310.000	40.219.535	-	40.219.535
11 06 62 01	Scientific Advice and knowledge	4.800.000	-	4.800.000	4.827.308	-	4.827.308
11 06 62 02	Control and enforcement	0	-	0	120.000	-	120.000
Subtotal EMFF		42.110.000	-	42.110.000	45.166.843	-	45.166.843
Total of the operational budget managed by the Executive Agency:		1.756.885.637	27.801.926	1.784.687.563	1.401.559.455	24.526.134	1.426.085.589

Legacy							
02 02 51	Completion of former activities in the competitiveness and entrepreneurship domain	p.m.	-	p.m.	p.m.	-	p.m.
02 04 53	Completion of Competitiveness and Innovation Framework Programme — Innovation Part (2007-2013)	p.m.	-	p.m.	p.m.	-	p.m.
32 04 53	Completion of the 'Intelligent Energy — Europe' programme (2007 to 2013)	p.m.	-	p.m.	p.m.	-	p.m.
32 04 54	Completion of the 'Intelligent energy — Europe' programme (2003 to 2006)	p.m.	-	p.m.	p.m.	-	p.m.
02 02 51	Completion of former activities in the competitiveness and entrepreneurship domain	p.m.	-	p.m.	p.m.	-	p.m.
Subtotal legacy		p.m.	-	p.m.	0	-	0

Total of the operational budget managed by the Executive Agency:	1.756.885.637	27.801.926	1.784.687.563	1.401.559.455	24.526.134	1.426.085.589
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